



**Research Activities of Business Organizations**, by DR. Z. C. DICKINSON, Professor of Economics, University of Michigan.

**Functions of Boards of Directors, Board Committees and Officers**, by JAMES O. MCKINSEY, James O. McKinsey and Company.

**Managerial Profit-Sharing in the Diebold Safe & Lock Co.**, by A. J. ROOS, First Vice-President and Treasurer.

**The Technique of Basing Extra Compensation of Managers and Executives on Profits**, by DR. C. C. BALDERSTON, Professor of Industry, University of Pennsylvania.

**Trends in Employee Health Activities. Report of a Committee**, J. W. DIETZ, Superintendent of Industrial Relations, Kearny Plant, Western Electric Company, Inc., *Chairman*.

**How a Code of Business Practice Was Established in the Machine Tool Industry**, by ERNEST F. DUBRUL, General Manager, National Machine-Tool Builders' Association.

**Age in Relation to Employment**, by C. R. DOOLEY, Manager Personnel and Training, Standard Oil Company of New Jersey.

**Financial Aspects of Pension Plans**, by DR. BRYCE STEWART, Industrial Relations Counselors, Incorporated.

## **Management Research Methods**

The following papers presented at the November meeting of the Institute of Management will be published and sent to all members of the Association during December and the early part of January:

**Production Control of Research Projects**, by C. W. WILSON, Research Manager, Pittsburgh Railways Company.

**Scientific Methods Underlying the Valve and Fittings Index**, by JOSEPH H. BARBER, Assistant to President, Walworth Company.

**How to Prepare and Validate an Employee Test**, by EUGENE J. BENGE, H. A. Hopf and Company.

**A Method of Determining Who Shall Participate Under a Managerial Profit-Sharing Plan**, by JOHN S. KEIR and E. P. HAYES, Dennison Manufacturing Co.

## **Office Management**

The following papers will be published and sent to all Official Company Representatives and all members of the Office Executives' Division during December and the early part of January:

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**Organization and Operation of a Mailing Department**, by A. C. SWANSON, Office Manager, A. W. Shaw Company.

**Location of the Office: Should the Office and Factory Be Separated?** By R. S. MASON, Office Supervisor, The Fuller Brush Company.

**Measuring Clerical Tasks**, by W. M. SMITH, Auditor, Hawthorne Works, Western Electric Company, Inc.

**Extra Incentives for Billing Machine Operators in the Public Service Company of Northern Illinois**, by T. P. JOHNSON, Assistant Comptroller, Public Service Company of Northern Illinois.

### **Production Executives' Conference**

OSCAR GROTHE, Vice President of the White Sewing Machine Corporation and Vice President-in-Charge of the Production Executives' Division, announces that the 1929 Production Executives' Conference will be held at the William Penn Hotel, Pittsburgh, Pennsylvania, February 27 and 28 and March 1, 1929. The theme of the conference will be

**Factory and Operating Organization: Specialists—Their Activities, Functions and Relationships with the Line Organization and to other Specialized Departments.**

The conference will open with a half day session on

**Theories of Organization: Their History, Industrial and Economic Background and Trends.** THOMAS R. JONES of The Cincinnati Milling Machine Company will present the opening paper on this subject.

Other half days will be devoted to

**Accounting Departments, Their Relationship to the Line Organization and to Other Staff Departments; The Engineering Department, Its Relationship to the Line Organization and to Other Specialized Departments; The Place of the Consultant in Industrial Organization, His Authority, Responsibility, Limitations and Contact Behavior; Planning Department Operations and Relationships.** This section will also cover Production Control, Inventory Control, Time Study, Wage Setting and similar departments; Maintenance, Repair and Toolroom Departments, Their Relationship to the Line Organization and to other Departments with Special Reference to Where Their Responsibilities Begin and End.

There will also be a discussion of the

**Compensation of Specialists in Production and Operating Departments.** This will cover the pros and cons of straight salary versus extra incentive compensation for specialists in planning, engineering, production control, traffic, shipping, time keeping, payroll, accounting, personnel, maintenance and repair, budgeting, etc.

## **Marketing Executives' Conference**

GEORGE R. CAIN of Swift & Company and Vice President-in-Charge of the Marketing Executives' Division, announces that the next Marketing Executives' Conference will be held at the Hotel Gibson, Cincinnati, Ohio, April 3 and 4, 1929. The theme of the conference is, "What's Around the Corner in Marketing?" There will be four sessions as follows:

### **I. The Consumer of Today and Tomorrow**

- (1) What does the consumer want today;
- (2) Difference in consumer groups; (3) Proposed census of distribution; (4) Anticipating changes in consumer needs and habits; (5) Serving the new consumer.

### **II. The Retailer of Today and Tomorrow**

- (1) What has happened to the retailer; (2) How will the retailer of tomorrow affect marketing.

There will be a general summarization of the discussion of the retailer types of tomorrow and the trend to be expected in their development and retrogression.

### **III. The Wholesaler of Today and Tomorrow**

- (1) What has happened to the wholesale distributor; (2) Ability of wholesaler to meet the marketing changes and discussion of types of wholesale distribution tomorrow and a conjecture as to the probable survival of each type.

### **IV. The Manufacturer's Relation to the Consumer of Today and Tomorrow**

- (1) What has happened to the former marketing set-up; (2) Experience versus anticipating changing in consumer demand.

Finally, there will be a summary of these tendencies as affecting the manufacturer of: Packaged products; Clothing; Household utilities; Factory and office equipment; Luxury products; Industrial supplies.



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By W. S. VIVIAN, Director of Public Relations, Middle West Utilities Co.
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By R. B. FLERSHEM, Vice President—Sales, American Radiator Company.
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